

## **Participant Materials**

The 2003 Linkage Excellence in Management & Leadership Series

# **Excellence in Leadership and Management**

Featuring Ken Blanchard



Dear Participant:

Welcome to Linkage's 2003 Excellence in Management and Leadership Series. Today's program, ***Excellence in Leadership and Management*** features **Ken Blanchard**, a widely recognized thought leader in developing and teaching individuals useful management tools to increase productivity and morale in organizations.

Specifically, the program will focus on:

- The keys to self leadership
- How to be an effective manager one-on-one
- The elements of team and organizational leadership

Key leadership themes Ken Blanchard will share with you, based on his own experiences include:

- Effective leadership focuses on three key areas: Vision/Direction, Equipping People, and Positive Consequences and Sustainability.
- Tailoring management styles to individual employees- the art of situational leadership.
- The secret blend to effective leadership is; Integrity, Partnership and Affirmation.
- Leadership skills include building trust, accentuating the positive, and when mistakes occur, redirecting the energy.
- The important thing about leadership is not what happens when you're there but what happens when you're not there.

These participant materials have been designed to complement your conversation with Ken Blanchard. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Dr. Blanchard via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning.

Learning requires the **active** engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment.

## About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Burlington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the "Inc. 500 Fastest Growing Private Companies in the United States."

## Distance Learning

Thank you for your participation in today's Distance Learning session: "Excellence in Leadership and Management," featuring Dr. Ken Blanchard.

As a participant of this session, you may apply your fee toward the remainder of the 2003 Excellence in Management and Leadership Series. Upcoming sessions include:

- Special 2-hour program on **Strategic Leadership** featuring **Rosabeth Moss Kanter** on *The Keys to Leading and Managing Change* and **Peter Senge** on *Strategy and Systems Thinking*, October 14, 2003
- **Larry Bossidy** on *Execution*, October 27, 2003
- **Dan Goleman** on *Leadership and Emotional Intelligence*, November 19, 2003
- **Louis Gerstner** on *Organizational Transformation*, December 2, 2003

To order the remainder of the series, or to speak to a representative, contact Linkage Customer Service at 781-402-5555 or visit:

[http://www.linkageinc.com/disl/satellite\\_about.shtml](http://www.linkageinc.com/disl/satellite_about.shtml).

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**SECTION 1**

**Satellite Program Materials**

## **What You Will Learn**

Providing effective leadership in any work or social setting is not an easy task. Participants in this program with Ken Blanchard will have the opportunity to learn first-hand the leadership lessons he has practiced over 20 years of full service training and management education. Dr. Blanchard believes effective leadership involves motivating people, assessing the individual situation for appropriate action, focusing on vision in your company and personal life, and learning about the power of positive relationships.

## **Introduction and Basic Premises**

Ken Blanchard provides effective leadership skills that can be executed in any organization. Dr. Blanchard speaks to the different ways of practicing good leadership values, including: discovering your vision and direction, honing in on your capability to equip your people with the correct tools for their success, creating positive consequences and learning how to sustain positive leadership practices. Dr. Blanchard believes that empowering all employees creates a synergy that energizes employees to effectively move from dependence to independence in their working lives. Dr. Blanchard feels that being able to sustain your performance requires learning four consequences; No Response, Negative Response, Positive Response and Redirection.

## **Question-and-Answer Session**

- If you are participating only in the live presentation of this program, complete the fax form, send an e-mail, or call your questions to Dr. Blanchard using the question sheet on page 32.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

## **When the Session Has Concluded**

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form and fax it to: 1-877-892-0170 (within U.S.) or 1-646-349-3661 (outside U.S.)
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Broadcast Activities that begin on page 22.

**Pre-Broadcast Activity/Discussion**

1. Describe a time in your career when you experienced effective leadership during a particularly challenging or difficult time. How did you **feel** during that experience?

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2. What were some key **attributes** of this leader?

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3. What did this leader **do** that made you or others on your team feel the way you did?

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4. What are some of the **roadblocks or barriers** in your organization to building a culture of strong leadership and accountability?

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5. What, if any, are the **risks** to your organization's future if effective leadership and accountability does not become part of the culture?

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6. What **actions** can you take to build a **business case** for a culture of effective leadership?

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### **During This Program**

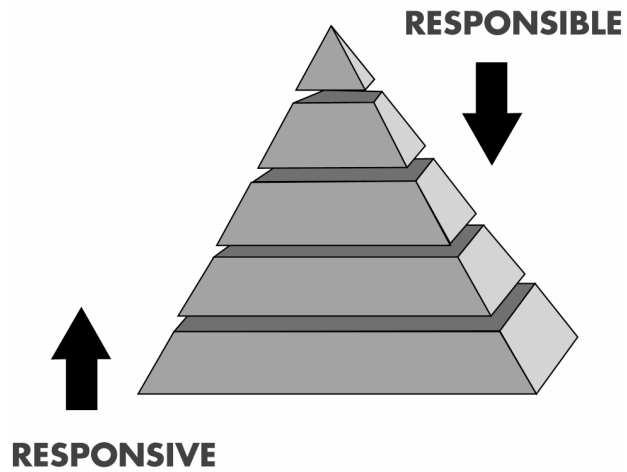
- Participate!
- Submit questions to be addressed by Dr. Blanchard during the question-and-answer session. Dr. Blanchard will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 32, submit an e-mail, or call in when prompted during the program.
- Use the following Participant Materials as an additional resource to Dr. Blanchard's presentation. Make notes on the presentation in the space provided.



## Participant Materials

### I. Effective Leadership

#### 1. Vision/Direction



***For vision to become a reality, what's important is:***

***How it's created***

***How it's communicated***

***How it's lived***

#### A. Purpose/Mission

“What business are you in?”

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**B. Your Image/Picture of the Future**

“What will the future look like if things are running as planned?”

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**C. Your Values**

“What do you stand for?”

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### D. Your Goals

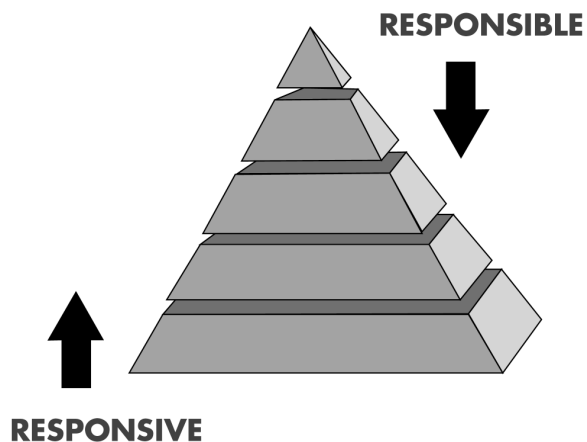
“What do you want people to focus on now?”

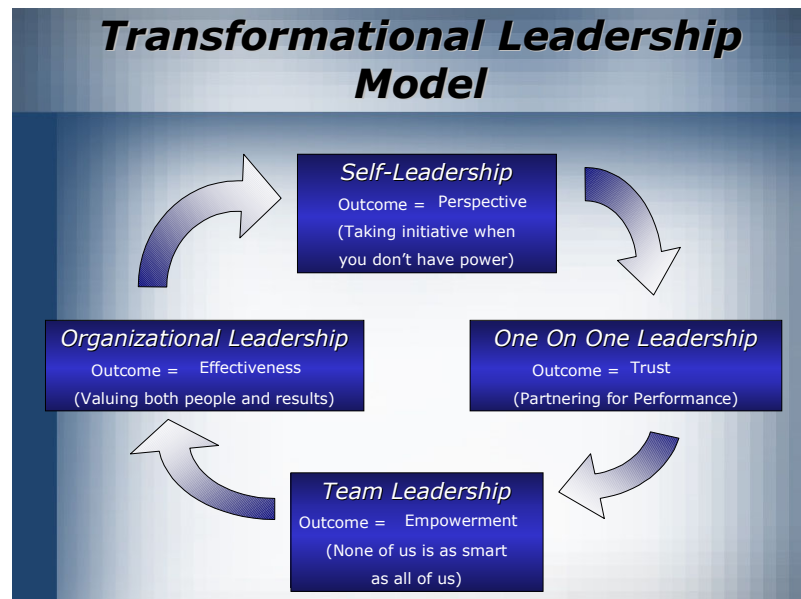
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## 2. Equipping People

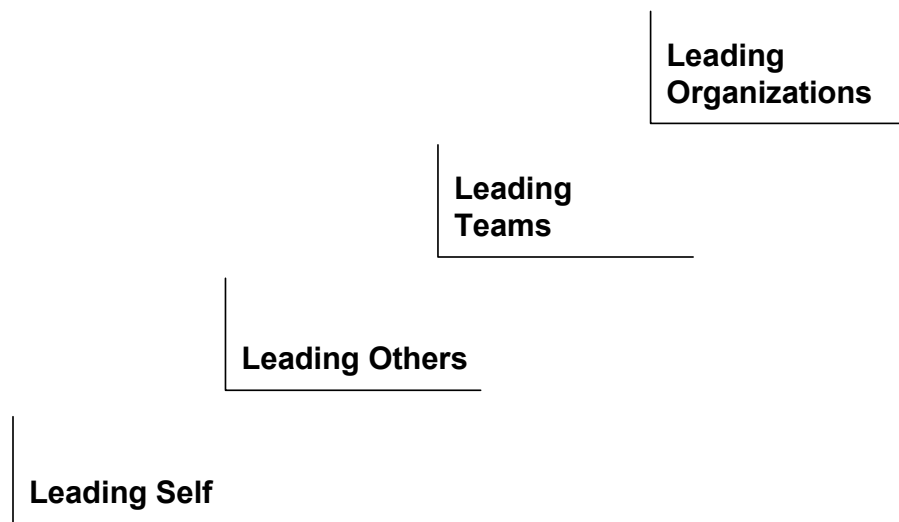
The important thing about leadership is not what happens when you're there but what happens when you're not there. Effective leaders move people from dependence to independence. The old Chinese proverb fits in here: When the job is done the people say, "We have done it ourselves."

In order for leaders to equip people with the correct tools for their success, they must understand the dynamics of leadership in four key domains: Self-Leadership, One-on-One Leadership, Team Leadership, and Organizational Leadership. These four domains can be depicted in dynamic interaction on the journey to transformational leadership.

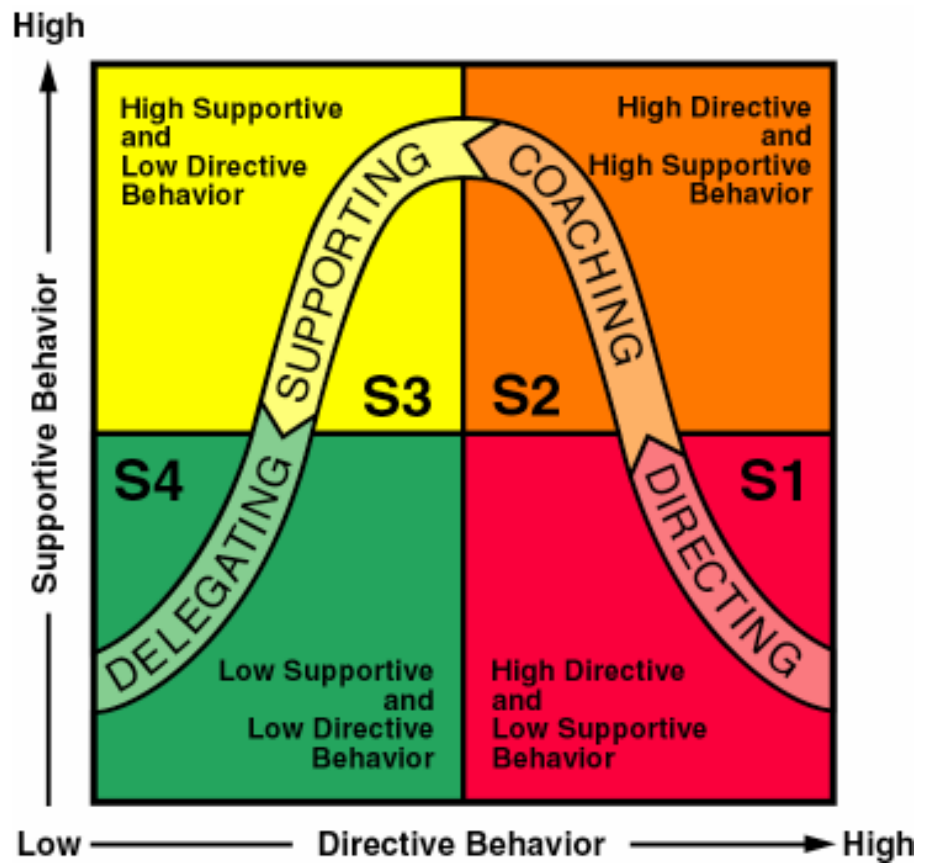
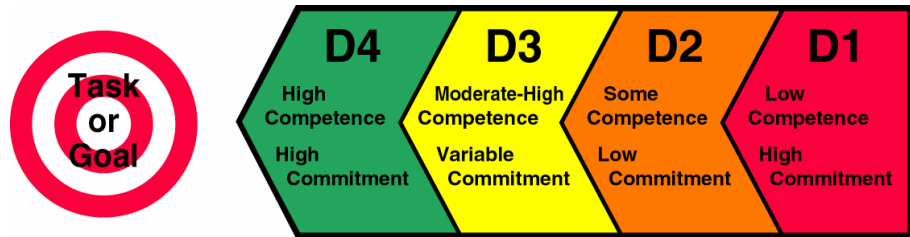




### **Leadership and Influence**

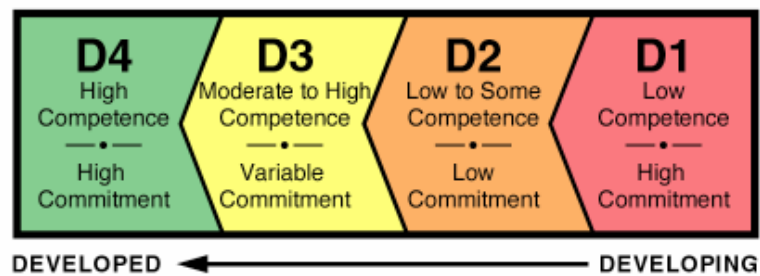
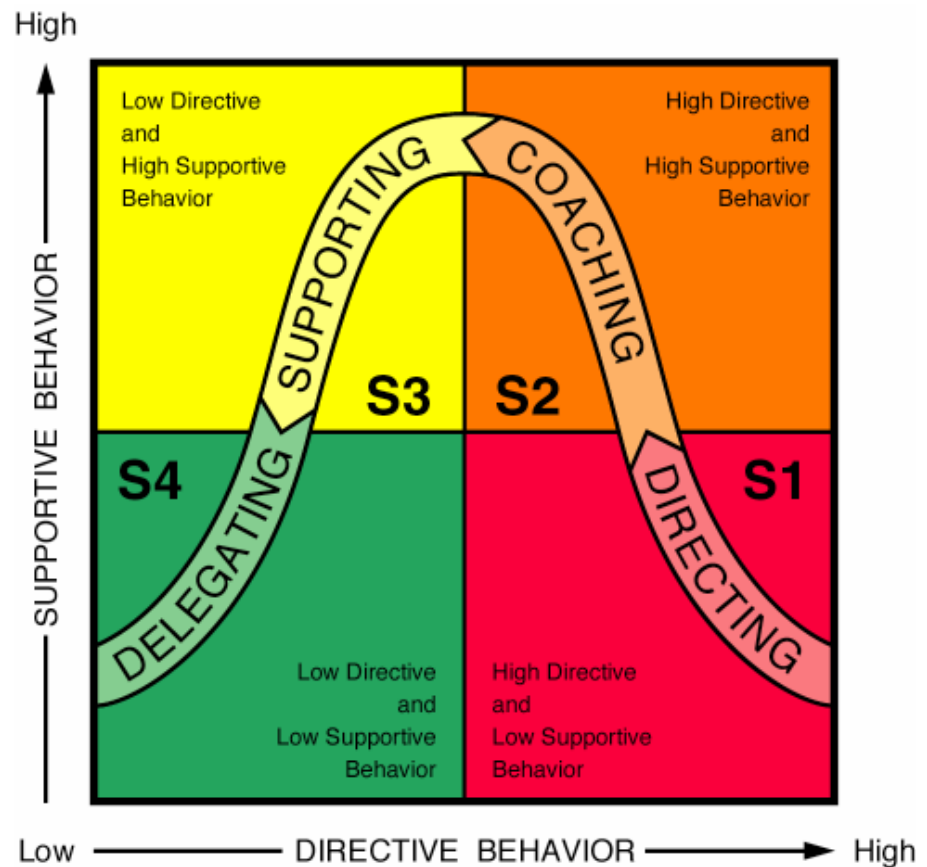


### Self-Leadership\*



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## Situational Leadership II\*

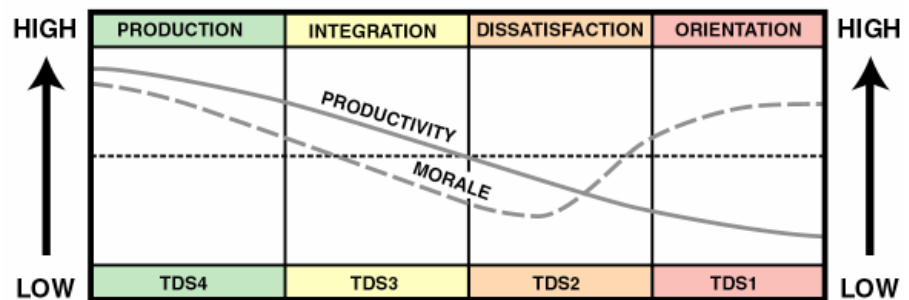
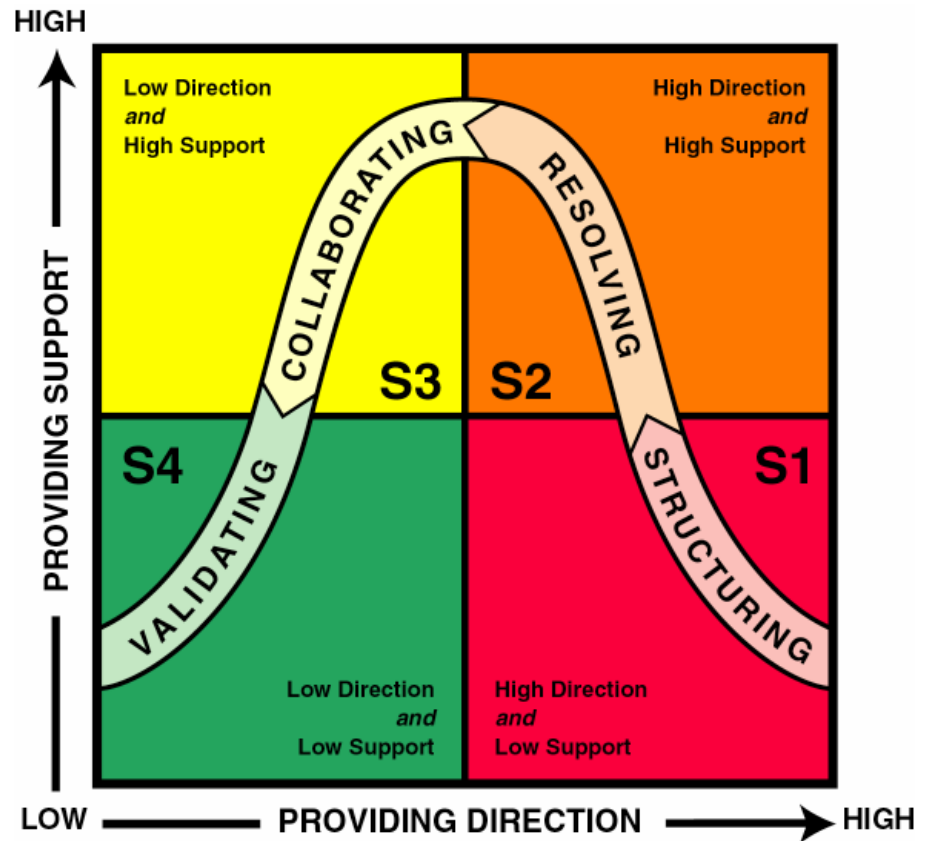


Development Level of the Individual

## Leading Others

Situational Leadership II® by Ken Blanchard, Drea Zigarmi, and Patricia Zigarmi and Leadership and The One Minute Manager by Ken Blanchard, Drea Zigarmi and Patricia Zigarmi (New York: William Morrow & Co. Inc., 1990)

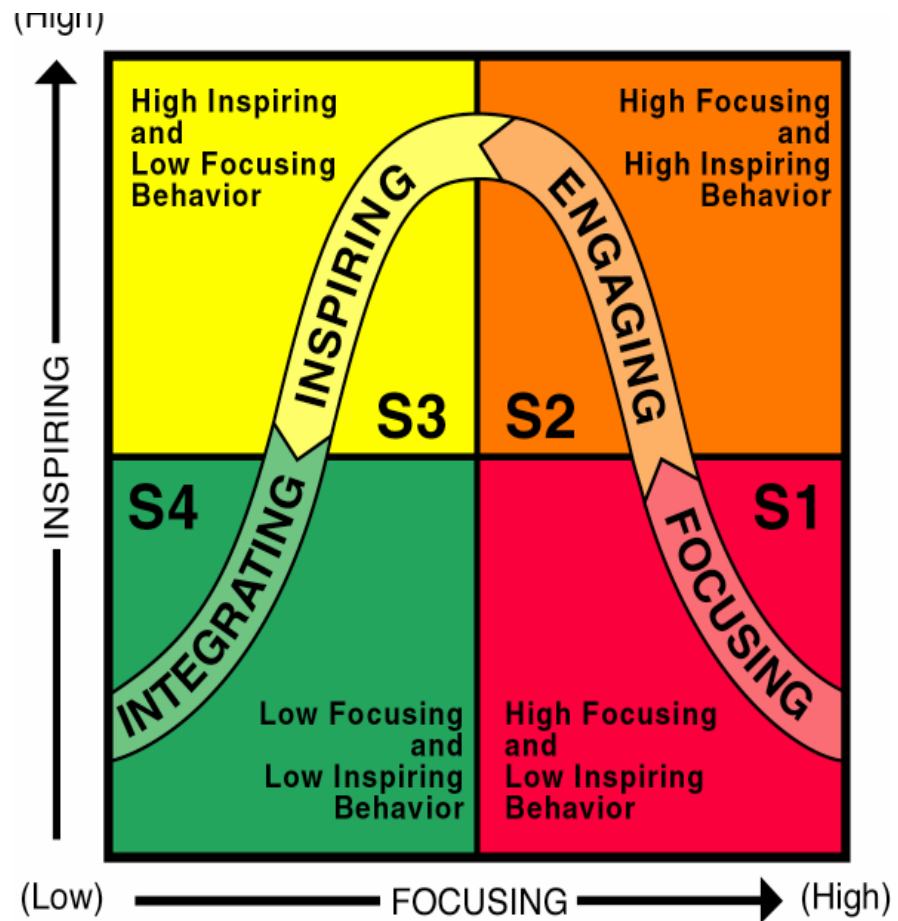
### Situational II and Teams Leadership\*



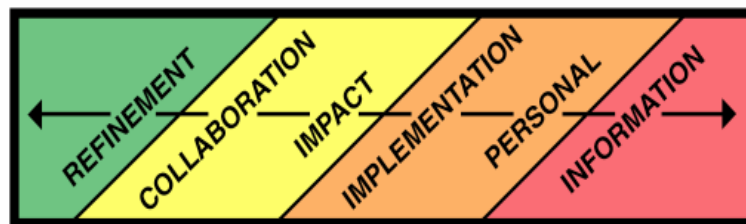
## Leading Teams

\*The One Minute Manager Builds High Performing Teams®  
by Ken Blanchard, Don Carew, and Eunice Parisi-Carew (New York: William Morrow & Co., Inc., 1990)

### Organizational Leadership\*



### STAGES OF CONCERN



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### 3. Positive Consequences and Sustainability

Positive consequences and sustainability strategies are important because eighty-five to ninety percent of what impacts future behavior comes from consequences—what happens after somebody does something. Effective leaders need to learn that sustaining performance requires learning the effect of four consequences: No response, Negative response, Positive response and Redirection. Most leaders focus on the first two when the biggest impact comes from the last two.

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#### 4 Kinds of Consequences:

**1. No Response**

**3. Redirection**

**2. Negative Response**

**4. Positive Response**

## II. Accentuating the Positive

1. Praise people immediately
2. Be specific about what they did right or almost right.
3. Share your positive feelings about what they did
4. Encourage them to keep up the good work.

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### 1. *Redirection*

- A. Describe the error or problem as soon as possible, clearly, and without blame.
- B. Show its negative impact.
- C. If appropriate, take the blame for not making the task clear.
- D. Go over the task in detail and make sure it is clearly understood
- E. Express your continuing trust and confidence in the person.

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### III. The One Minute Apology

I begin My One Minute Apology with *Surrender*

- I am truthful and admit to myself that I've done something wrong and need to make up for it.
- I take full responsibility for my actions and sincerely recognize the need to apologize to anyone I have harmed, regardless of the outcome.
- I have a sense of urgency about apologizing—I act as soon as possible.
- I tell anyone harmed specifically what I did wrong.
- I share how I feel about what I did with those harmed.
- I complete My One Minute Apology with *Integrity*
- I recognize that what I did is inconsistent with whom I want to be.

- I reaffirm I am better than my poor behavior and forgive myself.
- I recognize how much I have hurt another person by making amends and demonstrate my commitment not to repeat the act by changing my behavior.

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#### **IV. Five Key Systems to Support Effective Leadership**

- Accountability
- Data/Information
- Feedback/Coaching
- Training
- Recognition

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## V. The Secret Blend to Effective Leadership

### 1. Integrity

- Leading with Integrity Means Being the Person You Want Others to Be.
- Trust Is What Happens When Values and Behaviors Match Up.
- People Are More Apt to Trust and Respect You When What You Say and What You Do Are One and the Same.

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#### ***Integrity***

***Lays the Foundation for Trust and Respect***

### 2. Partnership

- The Key to Effective Leadership Is the Relationship You Build with Your Team.
- Sharing the Big Picture Puts Everyone on the Same Page.
- It Is Easier to Get Up the Hill When You Climb It Together.

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#### ***Partnership***

***Harvests the Potential of the Team***

### 3. Affirmation

- Praise Is the Easiest Way to Let People Know They Are Appreciated.
- Each of Us Has the Power to Recognize the Goodness in Others.
- You Will Go a Lot Further If You Stop to Refuel.

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***Affirmation Lets People Know That What They Do Is Important***

### 4. Perfecting the Blend

- The Highest Achievement As a Leader Is Winning the Respect and Trust of Your Team.
- Leadership Is the Process of Getting Everyone to the Place They Are Supposed to Go.
- People Will Think for Themselves When You Quit Doing It for Them.

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## Post-Broadcast Activities

Complete and submit the participant evaluation form found at:  
[http://www.linkageinc.com/training/satellites/satellite\\_evals.shtml](http://www.linkageinc.com/training/satellites/satellite_evals.shtml) or at the end of your participant materials.

### Activity 1: Self-Reflection and Discussion

- Return to your pre-broadcast questions and answers on page 7. What additional **attributes** would you add to your list after listening to an effective leader and hearing his stories?

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- What other ideas, concepts, or themes from the broadcast resonated with you?

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## Activity 2: Developing Your Leadership Point of View

(Note: Adapted from *The Leadership Engine* – Noel M. Tichy)

The “why” of leadership isn’t about dictating specific behavior; rather, the core of leadership is teaching. The greatest leaders and the most successful organizations are the ones that have teaching at the core of their values and actions, and which develop leaders as teachers at every level in the organization. One way to embody this as a leader is to have a clear understanding of your leadership values, so that they can be taught to others through your words and actions on a daily basis. However, this can’t be done without being able to articulate those values—your “point of view” as a leader—in short, by telling your leadership story.

### Step 1: Examining Past Leadership Experiences

To develop a “leadership point of view,” you must first examine your own leadership experiences – those that had profound impact on your values, learning, and growth. These peak leadership experiences could have occurred as a child or an adult, in your personal life or as a professional. Furthermore, they are not always positive. Often we learn as much or more from our failures as we do from our successes.

Use the following worksheet to record some of these leadership experiences you have had that have turned out to be “lifelong leadership lessons.”

#### Directions

Review the most important emotional learning experiences in your life. Take a few minutes to consider the lessons you have learned from the past. Start with your first important leadership experience, whether as a child, young adult, or businessperson. Then, after you have brought yourself up to the present, record some of the major lessons you have learned.

Experiences	Leadership Lessons Learned
1. (past)	
2.	
3.	
4.	
5.	
6. (present)	

**Step 2: Identifying Your Leadership Principles**

By examining what you have learned from your past leadership experiences, you can uncover the leadership principles you believe in and live by.

Use the following worksheet to record these leadership principles.

**Directions**

Think over the leadership experiences you have previously identified. In addition, think of the most important lessons you have learned from your parents, school, work, etc. List below the central principles or values you apply to how you lead others.

Leadership Principle	Why I feel strongly about it...



**Step 3: Articulating Your “Leadership Point of View”**

Having a point of view on leadership is one thing, but to effectively develop other members of the organization, you must be able to teach them what and why you believe in certain principles. This is what separates the great individual performers from the great leaders; leaders can articulate their point of view to others.

Developing a teachable, leadership point of view takes time and practice. One way to get a feel for your teachable point of view is to begin describing it.

Imagine that you are being interviewed by a new employee about your perspective on leadership. This new employee has been identified as a “high potential.” How would you respond to his/her questions?

- What has had the biggest impact on you as a leader?
- Tell me about your approach to leading—what ideas do you have about leading your business and your people?
- How can you help me develop as a leader?

**Directions**

In a few minutes, working in small groups, you will be asked to share your leadership point of view. Use the above questions, in conjunction with your leadership timeline and principles, to articulate your point of view. Use the space provided below to record your thinking.

**My “Leadership Point of View”**

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**Activity 3: Show Your Courage**

- Describe a time when you felt you were being very courageous. How did that experience shape you as a leader? Share with a partner.
  
  
  
  
  
  
  
  
  
  
- What can you do to help others face and manage their fears? Identify 2-3 specific actions you can take to help build your colleagues' confidence and sense of courage.

**Activity 4: Preparing Relentlessly**

- What project, speech, task, etc. do you need to prepare for in the near future? Identify 6-8 ways in which you can prepare thoroughly.

**Activity 5: Showing Loyalty: The Vital Virtue**

- Discuss with a partner a time when you showed loyalty to a co-worker. Then share a story about a time when someone showed loyalty towards you. What effect did these two experiences have on you?
  
- What can you do, starting tomorrow, to show loyalty towards someone on your team, or in your organization, that is truly genuine – especially towards someone who is in pain or going through a particularly challenging time? Identify 2-3 specific actions you will take to show loyalty towards others.

**Activity 6: Network Diagram**

This is a graphic display of your network of interpersonal relationships. With this you will be able to:

- Identify people in the organization who could be of assistance with tasks in the future.
- Identify people with whom you need to develop stronger interpersonal relationships.
- Identify relationships that can help you gain access to yet other relationships.

**Step 1.** List five to ten individuals or groups in your organization with whom you have little or no task relationship.

**Step 2.** List five to ten individuals with whom you have an ongoing or current task relationship.

**Step 3.** Draw a diagram with your name in the middle and the names you identified in steps 1 and 2 around your name.

**Step 4.** Using the codes on the following page, draw the number of lines between you and each of the others that appropriately captures the intensity of your interpersonal relationship.

*Note:* If there is no interpersonal relationship between you, identify how you might use your existing network to connect to the other person.

**Step 5.** Using the codes below, identify what benefit(s) your relationship with each person might have.

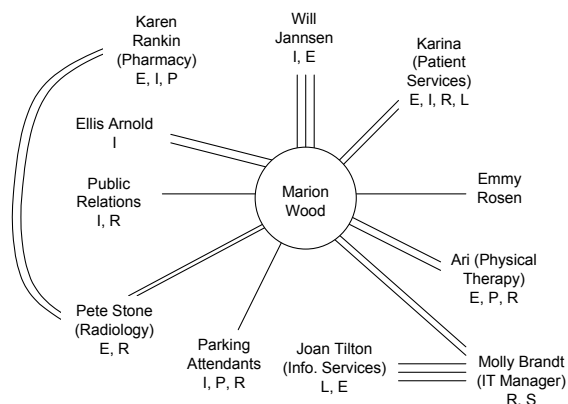
Current Level of Intensity		Potential Benefits
(no lines)	No interpersonal relationship	<p><b>P</b> The person or group has a <i>point of view</i> or style that is valuable and/or complements your own</p> <p><b>L</b> The person or group has a formal or informal <i>leadership</i> role or political clout within the company</p> <p><b>I</b> The person or group is an important source of <i>information</i> (formal or “grapevine”)</p> <p><b>E</b> The person has special <i>expertise</i> in a given area</p> <p><b>R</b> The person or group has potentially helpful <i>relationships</i> or influence with customers, suppliers, potential colleagues, or other parts of the company</p> <p><b>S</b> The person or group is a <i>stakeholder</i> and/or represents a key constituency</p>
————	Weak relationship	
=====	Moderate relationship	
=====	Strong relationship	

**Step 6.** Decide whether, given the benefits identified, the current intensity of the relationship gives you what you need. If not, develop a plan for how you might build a stronger relationship. Think about the following questions.

- What barriers might hinder developing a stronger relationship?
- Are there mutual colleagues who could help you develop a stronger relationship?

*Note:* You may also want to take the network diagram a step further, by identifying whom the people in your network know. (Visually, this might take the form of a second ring of names outside of and connected to the first.)

### Example



### ***Building Your Network***

As you explore your own network of relationships, be creative, even daring. Look for exciting, unusual possibilities for establishing new connections. Think about how you might extend your network to the farthest reaches of your organization.

**Step 1.** Create a network diagram for your own network of relationships. As needed, refer to the instructions for the network diagram tool. Use the worksheet on the following page.

**Step 2.** When your diagram is complete, identify three relationships that you would like to initiate or build upon. Determine what actions you could take to initiate this process.

### ***Your Network Diagram***

Person	Actions to Improve Relationship
1.	
2.	
3.	



## **SECTION 2**

### **Forms**

## Question Sheet

Use this form to write your question for Ken Blanchard or for discussion among your colleagues. Please write clearly.

**Name (optional):**

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**Organization:**

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**Location:**

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**Your question (25 words or fewer):**

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Fax 1-877-892-0170 (from within U.S.)  
Fax 646-349-3661 (from outside U.S.)

Email: **leadership2003@linkage-inc.com**

Tel 1-800-489-8814 (from within U.S.)  
Tel 801-303-7412 (from outside U.S.)



# LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-372-1678.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

**Please indicate functional area (only circle one):**

Finance   Human Resources/Organizational Development   Manufacturing/Operations   Marketing   R&D   Sales

Other (specify) \_\_\_\_\_

**How many people do you have reporting to you (include all levels)? Number:** \_\_\_\_\_

**Please indicate your job level (only circle one):**

☐ President or Officer   ☐ Vice President   ☐ Director   ☐ Manager/Supervisor   ☐ Individual Contributor

**1) Please indicate a rating for each of the statements below by checking the appropriate box.**

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant material were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2) Please give a general overall comment about the program.**

\_\_\_\_\_  
\_\_\_\_\_

**3) Any suggestions on what we can do to improve?**

\_\_\_\_\_  
\_\_\_\_\_

**4) Can we use any of these comments for promotional purposes (including name and organization)?**   YES   NO

**5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?**

Rating: \_\_\_\_\_

**6) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series? (Please rate your top five, "1" being most interested)**

<input type="checkbox"/> Peter Senge	<input type="checkbox"/> Michael Dell	<input type="checkbox"/> Warren Bennis
<input type="checkbox"/> Larry Bossidy	<input type="checkbox"/> Deborah Tannen	<input type="checkbox"/> Maya Angelou
<input type="checkbox"/> Steve Jobs	<input type="checkbox"/> Stephen Covey	<input type="checkbox"/> Margaret Wheatley
<input type="checkbox"/> Michael Porter	<input type="checkbox"/> Tom Peters	<input type="checkbox"/> Francis Hesselbein
<input type="checkbox"/> Phillip Knight	<input type="checkbox"/> John Scully	<input type="checkbox"/> Michael Hammer
<input type="checkbox"/> Noel Tichy	<input type="checkbox"/> Louis Gerstner	<input type="checkbox"/> Gary Hamel
<input type="checkbox"/> James Champy	<input type="checkbox"/> Rosabeth Moss Kanter	<input type="checkbox"/> Other _____

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-372-1678.